

Council of Governors – Part 1 (in Public)

Item 4

minutes

Minutes of the Council of Governors – Part 1 (in Public) held on 5th December 2016

Present:

Neil Large
Dennis Bennett
Mike Brereton
Ken Blasbery
Glenda Corkish
Charles Cowburn
Mike Desmond
Kerry Fitzpatrick
Roy Griffiths
Vera Hornby
Arthur Newby
Paula Pattullo
Allan Pemberton
Brian Roberts
Doreen Russell
Roy Stott
Ged Taylor
Alexandra Thompson
Trevor Wooding
Judith Wright

In Attendance:

David Bricknell

Gill Donnelly
Julian Farmer
Debbie Herring
Lesley Hughes
Mark Jackson
Lucy Lavan
Sue Pemberton
Marion Savill
Jane Tomkinson
Tony Wilding
Claire Wilson

Chair
Governor – North Wales
Governor – Cheshire
Governor – Cheshire
Governor – Partner Organisation
Governor – Staff
Governor - Staff
Governor – Staff
Governor – North Wales
Governor – Merseyside
Governor – Merseyside
Senior Governor
Governor – Cheshire
Governor – Merseyside
Governor – Staff (Part)
Governor – Merseyside
Governor – Partner Organisation
Governor – Staff
Governor – Merseyside
Governor – Cheshire

Deputy Chair/Senior Independent
Director
Membership & Communications Officer
Non-Executive Director
Director of Strategy & OD
Executive Office Manager
Director of Research & Informatics
Director of Corporate Affairs
Director of Nursing & Quality
Non-Executive Director
Chief Executive
Chief Operating Officer
Chief Finance Officer

Apologies for Absence:

Lynn Addison
Amanda Clarke
Eddie Connor
Sharon Hindley
Michelle Laing
Lynn Trayer-Dowell

Governor – Rest of England & Wales
Governor – North Wales
Governor – Partner Organisation
Governor – Staff
Governor – Liverpool JM University
Governor - Staff

Public:

Katherine Griffiths
Maureen Worrall

Presentation: Feedback from Care Quality Commission (CQC) Quality Summit:

The CoG were informed that following the CQC inspection during April 2016 a CQC Quality Summit had been held on site and was attended by various external representatives from the CQC, Local Authority, Local Health Watch representatives and the LHCH Board of Directors (BoD).

The presentation that had been prepared for the Quality Summit was presented to the Governors which also had embedded a video of staff reaction to the 'Outstanding' announcement and detailed the events organised to celebrate the Trust's success. The Trust's action plan was incorporated and this was presented to Governors by Sue Pemberton (SP) who explained that each action plan slide incorporated a series of green stars demonstrating the actions that were in process pre-inspection. SP particularly highlighted the mixed sex accommodation slide. Delayed discharge from Critical care had seen a reduction in the 4 – 24 hour delay and overnight stays had been reduced to zero. Governors noted that the work of the Critical Care team had been formally recognised as "Team of the Year" at the LHCH Grand Awards which was held on 2nd December 2016.

The Governors noted the remainder of the actions and the plans in place to address them. The Chair paid tribute to the Trust's staff in achieving an 'outstanding' rating during challenging times and how the organisation continuously strived to improve and deliver the best care. Jane Tomkinson (JT) reported on the excellent feedback received following the Quality Summit.

The CoG discussed the impact of the patient and family meetings in ensuring the recovery journey was effective and that patient care continued after discharge. SP reported that the Trust was piloting a "call after discharge" scheme following patients who had undergone surgery to relieve their anxieties, the results of the scheme would be reported to the next meeting. The Trust's focus on human factors and the understanding of interactions among staff to optimise well-being was also noted.

JT expressed her gratitude for the support of the Governors during the process.

SP

Patient Story

The CoG noted the patient story that was delivered by Lucy Lavan (LL), formerly a blog written by a patient elected Governor in recognition of volunteers week June 2016.

1. Apologies for Absence

As above.

The Chairman welcomed two newly appointed staff Governors, Charles Cowburn and Kerry Fitzpatrick to their first meeting.

2. Declarations of Interest Relating to Agenda Items

None to declare.

3. Minutes of the Council of Governors (CoG) meeting held on: 26th September 2016

Agreed as a true record.

4. Action Log

There were no actions to note.

5. Chair's Briefing

The Chair congratulated Mike Desmond on his pending January 2017 retirement expressing his gratitude on behalf of the CoG for his many years of service to the organisation in his capacity as Consultant Anaesthetist and Staff Governor.

The Chair also announced the resignation of Debbie Herring (DH)/Director of Strategy & Organisational Development and expressed his gratitude for her role in bringing payroll and HR services back in house and her contribution to the Trust's strategy. She would be taking up the post of Director of Strategy & Planning at the Alder Hey Children's NHS Foundation Trust from January 2017. Joanne Twist from Merseycare would cover the position of Associate Director of Human Resources for a period of six months.

The CoG were informed that SP had been shortlisted as a finalist in the North West leadership Academy Awards, Inspirational Leader category. The event had been held on 1st December 2016 and although she was unsuccessful this was seen as another accolade for her and the Trust during a successful year and her nomination was noted as well deserved.

The LHCH Grand Awards "Best of the Best" had been held on 2nd December 2016; Governors were represented by Vera Hornby.

The official opening of the Outpatients Department and new main entrance had taken place on 17th November 2016 with professor Ray

Donnelly, founder of the Roy Castle Foundation and previously a Consultant of the Trust. Both areas had been furnished with new tea bar facilities that were positively received by patients, visitors and staff. The use of both areas was being monitored.

The Trust had held its second photography competition with 150 entries; judging was to take place in late December 2016.

The on-site signage scheme had been completed and implemented.

The Shineathon switch on was due to take place at 4.20 pm in the new LHCH main entrance following the CoG meeting. All Governors, members and staff were invited to attend.

Festive Friday would be celebrated on 16th December 2016; staff were encouraged to wear their Christmas jumpers in support of the Trust's charity.

Maple Suite: Negative patient comments had been received via social media regarding the bathroom facilities which were in need of upgrading. Plans were already in place for refurbishment. Patients had been contacted to discuss the plans and final designs would be agreed by the divisional management team.

6. Strategy & Service Improvement

6.1 Sustainability and Transformation Plan (STP) Update

JT reported that the local press had recently published the STP plans which referred to partnership work between LHCH and local Trusts. An Executive Summary had been circulated setting out the key themes and challenges, the ambition for patients, staff and population of Cheshire and Merseyside creating a healthier service for future generations.

The cardiac work stream was a key part of the plan; the CoG noted that JT was leading on the cardiovascular disease (CVD) work explaining that a CVD Programme Board had been convened with a Terms of Reference and objectives bringing together stakeholders across Merseyside and Cheshire with representation from mental health, social care and patients. The three key areas were noted as prevention, rehabilitation and the model for patients with cardiac disease and breathlessness having access to specialist nurses trained to prescribe, insert drains etc, Monday – Friday 9 – 5 with no appointment required therefore reducing accident and emergency attendance and provide improved care to patients. Governors would be updated on developments at their next meeting.

JT

Doreen Russell left the meeting.

The Chair emphasised the financial restrictions within the NHS and how the STP was aimed at enhancing patient care and service while reducing costs, providing a service that would complement the geographical region. He also referred to the recent press coverage assuring Governors that any developments involving the Trust or planned service changes would be communicated to them before the information was in

the public domain and assuring them that the Trust was well engaged and represented in the process.

Links with Wales were questioned and the CoG was informed that although the Trust's catchment area incorporated the North Wales population this geographical area was not included in the STP discussions however if plans were to impact on their service then Welsh Commissioners would be consulted.

Governors expressed their concerns in relation to public perception and were informed that public consultation plans were being developed and would be implemented once implementation plans had been identified.

6.2 Operational Plan 2017/18 Update

DH presented the current Operational Plan update which set out the requirements of the process. Governors noted that the narrative had been submitted on schedule and the document presented set out the main assumptions around activity.

The key assumptions underpinning the Plan had been discussed with Governors in detail at their joint strategy day with the BoD held on 15th November 2016.

Quality improvement was around the delivery of the 5 key milestones within the Quality Strategy and was detailed within section 3 of the report.

Work would continue to finalise two versions of the plan; a technical version for submission to NHS Improvement and a broader version for internal and external publication including changes to the Trust's vision and corporate objectives following the BoD and CoG strategy day.

Commissioner contracts were still under discussion.

The final draft would be presented to the BoD for approval at its meeting on 13th December 2016.

6.3 Site and Capital Developments

Tony Wilding (TW) presented the site and capital development 2016/17 review and plans for 2017/18 which demonstrated the following:

Completed 2016/17:

- New main entrance including the introduction of self-service kiosks and additional consulting rooms.
- New signage scheme: the patient pathway would be reviewed.
- Installation of the new electronic generator which was the emergency backup in case of an electrical mains failure.

Planned for 2017/18:

- Catheter laboratory refurbishment: a working group had been

- convened to consider the environment and agree on the design.
- Implementation of a new high performance digital system providing the benefits of improved Wi-Fi, remote monitoring of patients and potential to deliver cost savings on telephone call charges.
- Installation of a new acute care system to improve reliability of the telemetry system. The work and costs would also fall into 2018/19. Benefits would also include improved EPR compatibility and the standardisation of monitoring devices.
- Improvements to the estates infrastructure.

Governors enquired if the LHCH main entrance coffee shop had proven popular and were informed that the footfall was being monitored although as the service was new to the area there was no comparative data available. It was noted that the opening times had now been extended from 7am – 7pm and the monitoring data would be available early in the new year. The availability of car park spaces and the impact on the entrance use was highlighted and Governors were informed that the parking management company, Indigo, were monitoring the use of parking in relation to Robert Owen House as this was currently underutilised.

A recent OPD satisfaction survey showed a 20% improvement and now stood at 90%.

6.4 Report on Joint Board/CoG Development Day

LL presented a report on the outcome of the joint BoD and CoG development day held on 16th November 2016, the key items from the agenda were CoG objectives, succession plans, governor elections and the Operational Plan.

Governors discussed the need to ensure there was an effective succession plan in place to manage the turnover of Governors, in view of the number of Governors who would step down in 2017, having served the maximum term of office.

The CoG confirmed they were in support of the four objectives set out in the report and approved the 2017 objectives.

The STP and governance arrangements and the proposed revision to the Trust's Vision Statement was discussed and supported.

7. Performance and Operations

7.1 Strategic Dashboard & Operational Performance Q2

The CoG received and noted the strategic and operational dashboard presented by TW.

The salient points were reported as follows:

- Mixed sex accommodation issues had been addressed.
- VTE prophylaxis had improved.

- Incident reporting was below expected levels however since the introduction of the Datix system and training this was expected to improve.
- Cancelled operations had improved however it was noted that the Trust was entering its most difficult period for emergency admissions.
- GP referrals had reduced while DGH referrals remained consistent. A number of organisations and CCGs were setting up referral hubs to reduce demand. There had been a 32% increase in referrals with few schemes to deliver a reduction.
- Cancer performance was strong.
- Welsh commissioners were considering reducing their targets to align with the English system.

The Chair commended the teams for the good position and performance overall which had been improved on the previous year.

7.2 Finance Report Q2

Claire Wilson (CW) presented a financial update to the end of October 2016.

The main points had been discussed in detail during the Interest Group meeting held prior to CoG however for the purpose of the wider group she highlighted the key issues.

The presentation summarised the financial position and the planned deficit of £900k which the Trust was forecasting to achieve. However, she reported that a number of non-recurrent financial benefits were supporting this £0.9m deficit. Income stood at £74.4m which was £0.2m above plan due to an impact during August when planned income levels had been expected to fall however activity was higher than expected.

Expenditure stood at £75.5m against a year to date budget of £75.3m which included an overspend due to under achieving on the cost improvement programme (CIP). This is being off-set by a number of measures within the clinical divisions.

CIP achieved stood at £1.4m against a planned £2.1m producing a shortfall of £0.7m against recurrent schemes.

CW then reported on the financial plan for 2018/19. This reflected a £3m surplus by the end of 2018/19. The key element to the improvement in the financial position going into the next year was the positive impact on the new tariff (HRG4+).

Governors noted that a £8.2m (surplus) control total had been set by NHS Improvements on the assumption that the benefit of HRG4+ would not be required. However, this was not the case given the normalised financial position, and therefore the control total had not been accepted. Discussions would continue with NHS Improvement to try to secure a realistic control total offer.

Discussions followed in relation to HRG4+ and cardiac services. Claire

CW

Wilson would provide an analysis of this to the March 2017 meeting.

There were no questions or comments.

7.3 Quarter 2 Complaints Report

The CoG received the Q2 complaints report which was presented by SP and were assured that the process was proactive and robust.

She highlighted a slight increase in complaints from the previous year however there were no themes identified. During quarter one the Trust had received the findings on two complaints that had been referred to the Ombudsman which had not been upheld.

One on-going review that had been partially upheld had been responded to and awaited the outcome.

Following a Governor enquiry it was noted that parking and the management of fines was administered by Indigo the management firm responsible for on-site parking and who were contracted to the Royal Liverpool & Broadgreen Hospitals Trust.

The remainder of the report was noted.

7.4 Winter Preparedness

The CoG noted and accepted the plans for winter to ensure the management of patient flow and capacity during the winter period.

8. Reports from Board of Directors

8.1 Receipt of Minutes of Board of Directors (in Public) Meeting Held on: 27th September 2016

The CoG received and noted the minutes from the BoD meeting (in public) held on 26th September 2016.

9. NED Updates

9.1 Report from the Audit Committee

The CoG received an update on the work of the Audit Committee from its Chair, Julian Farmer. The key items of business were presented and there were no further questions to address.

9.2 Report from the Integrated Performance Committee

The CoG received a verbal report on the role and responsibilities of the Integrated Performance Committee from its Chair, Marion Savill, who explained the committee's role in seeking assurance around the performance of financial and operational targets. The Committee had reviewed the financial position in detail to ensure the required processes were in place to deliver the agreed targets and CIPs and how fluctuations in demand and capacity were managed.

There were no questions or comments from members.

9.3 NED Walkabouts

David Bricknell reported that the NED walkabouts continued to take place on a regular basis encompassing all departments and were scheduled through the year. The visits were well received by staff and allowed NED colleagues to expand their knowledge of the organisation.

10. Governor Issues

10.1 Bi-Election for Staff Governor Seat

The CoG received a report on the staff governor by-election to fill the Registered Medical Practitioner seat and succession of Dr Mike Desmond following his retirement in January 2017. Governors noted the election timetable; the outcome of which would be reported to the March 2017 meeting.

LL

There were no questions or comments from members.

10.2 Senior Governor Appointment

The CoG received, noted and supported the recommendation to approve an extension to Paula Pattullo's term as Senior Governor for a further 6 month period until her term as a public Governor ends following the Annual Members Meeting in September 2017.

10.3 Appointment of External Auditor

Governors received and noted the report for the CoG to appoint the external auditor and the recommendation for the Trust to commence a market testing exercise.

The outline timetable was set out within the report together with a recommendation that an Audit Task Group be convened, chaired by Mike Brereton, comprising nominated governors and Audit Committee members. It was also recommended that the delegation of authority be given to the Audit Task Group who would manage the process and present the final recommendation to the Council of Governors by the end of September 2017.

LL

The CoG confirmed their support for the recommendations as set out within the document.

10.4 Feedback from Interest Groups/External Events

The Chair informed that there was no feedback to report.

Governors queried the quoracy requirements for the CoG meeting and this was confirmed as 10.

Governors were provided with a copy of the schedule of meeting dates for 2017/18; these were also circulated electronically.

11. Working Groups

11.1 Membership and Communication Group Sub-Committee

The CoG received and noted a report from the Membership and Communications Committee which outlined its strategy and presented an evaluation of the membership events.

The CoG supported the recommendation that the next member's survey be deferred until summer 2018. MB

The next meeting would be held on 9th January 2017, 11am LHCH Committee Room. ALL

11.2 Quality Account Group

Ken Blasbery reported that three elected Governors, one staff and two management members, met to discuss statistics and how the performance dashboard was compiled. The meeting had not been quorate as 6 Governors were required and appealed to his colleagues to join the group which met four times a year. ALL

The Chair agreed to re-assess the quoracy of the group. NL

There were no further questions or comments.

11.3 Staff Governors Group

There was no further information to report.

11.4 Feedback from Interest Groups/External Events

There was no further information to report.

12. Any Other Business

On behalf of the CoG the Chair presented a bouquet of flowers to Gill Donnelly who would be on maternity leave from the next meeting. He also expressed his appreciation for her work and support.

13. Date and Time of Next Meeting

Monday 6th March 2017 at 1pm in the LHCH Conference Room. ALL

Apologies for absence were noted from Trevor Wooding.